

# Navy Declassification/Release Instructions on File

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

PRESIDENT, NAVAL WAR COLLEGE

## CONVOCATION ADDRESS

30 August 1973

You members of the class of 1974 have all come from operational or managerial assignments. You may well be asking yourselves, why am I being sent to this year of academic endeavor. Let me try to answer that question by saying that you have been identified by your seniors as candidates for positions of greater responsibility in the future.

But what did your seniors expect to achieve by sending you here? Uppermost is the enhancement of your capabilities to make sound decisions. That is not to say that you have not been making sound decisions in the past - I'm quite confident that you have. Rather I am saying that the difficulties of decision making grow rapidly as you rise to more and more responsible positions. The problems being addressed are broader in scope and involve many more uncertainties.

I believe that it is particularly appropriate today to emphasize decision making midst uncertainty as opposed to providing contemporary data. We in the military are in the midst of dramatic changes in public attitudes toward the need for military force, and toward our competence as managers of vast sums of public money. In addition, the fast-moving world of technology is having a major impact on how we may use military forces in the future. Old cliches and outmoded patterns of thinking simply will not do today. Thus you are here to think out for yourselves imaginative approaches to formation of our strategy, our managerial processes and our tactics. You are here because deeper, more critical thinking in these areas is essential to our continued national security.

For instance, are you able today to convincingly defend our purpose for having a military force to people who do not understand why such force is necessary in an era of detente. Certainly you cannot get away with the old rationale of "containment".

Our Strategy and Policy curriculum at the Naval War College probes into questions like this through selected historical case studies. It involves you in national and military decisions made over the past 2400 years. In using this approach we are harking back to the tradition of the founder of this College, Admiral Stephen B. Luce, and his successor, Admiral Alfred Thayer Mahan. We here have listened to one of Admiral Luce's admonitions, "Thucydides, an admiral of the Athenian Navy," said Luce, "was the best naval historian of antiquity. His works should be read by every naval student today." You will have the opportunity to follow the Admiral's advice. Ask yourself when reading Thucydides, why did the leaders of Athens, a sea power, elect to send a military expedition overseas to Sicily where it became bogged down for a much longer time than anticipated and to the dismay of the citizens at home? Surely you will draw interesting analogies to recent times.

A second area of decisions that we face today involve the allocation of scarce resources between competing military and civilian priorities. The days are past when near unanimous public concern with a menacing, seemingly monolithic, enemy ensured a generous share of the Gross National Product for National Defense. At the same time, we must now compete for our manpower with civilian occupations without benefit of the draft. This, combined with the cultural changes taking place in American society, make it mandatory that we reexamine the psychological and sociological aspects of our personnel management and leadership techniques. Our Defense Economics and Decision Making curriculum here at the War College looks at some of the techniques for problem solving in these areas and at case studies of both past and hypothetical decisions on these issues of resource allocation. You will have your chance to second guess others who have wrestled in this arena.

Finally, there are the decisions that we face today involving the employment of Naval Forces. The United States Navy emerged from World War II as an armada without peer anywhere in the world. We have enjoyed almost thirty years of numerical supremacy on the seas. Today, the advent of a new power on the high seas combined with the rapid rate of technological change, place demands on naval officers to increase the efficiency with which we employ our forces both in peace-

time operations and in time of conflict.

Our Naval Tactics course here harkens back to the War College of the 1920's and 1930's when Tactics and the famous war game checkerboard were the core of the curriculum. Again using case studies, largely hypothetical, since technology has outmoded historical examples, our Tactics course will encourage you to probe for the multitude of considerations that today's tactical commanders must take into account.

There are two final points about your curriculum that I would like to emphasize. First, there truly are no school solutions to the problems that you will study here. It is your logic, your organization of thought, and your ability to present your ideas clearly and forcibly which count. Do not read and study to memorize facts, but to digest, to reflect and to develop your own reasoning on the issues at hand.

Second, course content is secondary. There are a lot of subjects and reams of factual material that cannot be covered. Do not let that bother you. We are playing for the long run, preparing you for those top positions to which you will rise, not simply training you for your next tour of duty. We can, in ten months, only introduce you to the subjects that we cover here. You will have to continue your education on your own in the future.

The rewards for full participation here can be great. First, and foremost there is a chance for you to improve your potential for service to your country. Next, there is a chance to be identified to your peers and to your seniors as a leading thinker in our profession. Also, and not to be overlooked, there is a great chance to have fun, for you are free of operational or managerial responsibilities - free to ask those unaskable questions you always wanted to ask - free to make this year as stimulating and challenging as you want. I encourage you to open new avenues of thinking. You can do that only if you take to heart these additional words of Stephen Luce:

"Let officers who have completed their terms of sea-service in their respective grades, come here for a course of study, not for discussion, but for study."

We are not here for discussion or swapping of sea stories, We are here to stretch our minds, to study seriously and to probe deeply. Our rewards will come in direct proportion to our combined efforts.

In closing, you may be sure that it shall be my object and that of the members of the Faculty and Staff to facilitate your work in every way and to render your stay as profitable as possible. Welcome to Newport and to the Naval War College. Please take a walk around with your families, and look the entire place over. We are very proud of our campus. Again, Welcome on board.

PROPOSED CONVOCATION ADDRESS

8/29

Secretary Middendorf, honored guests, Naval War College Foundation Members, Officers and ladies of the Class of 1974. It gives me great pleasure to welcome the 451 members of the Class of 1974 to the Naval War College this morning.

It is also a great pleasure to have with us today to bring you greetings from the top of the Navy, the Honorable J. William Middendorf, II, Undersecretary of the Navy. Not only is Mr. Middendorf a longtime friend of the Navy and a neighbor from Little Compton, Rhode Island, but his background and experience makes him especially well suited to comment on the challenges facing today's military and the role for which the military officer should be preparing himself.

He brings to us the perspectives of a business executive, of a diplomat, having recently returned from serving as United States Ambassador to the Netherlands, and now of the Under Secretary of the Navy. With this background he is certainly sensitive to the problems and the opportunities the military faces today. We are fortunate to have him with us to start this new Academic Year.

Mr. Middendorf, welcome to our Second Convocation and may I present to you the Naval War College class of 1974.

\*\*\*\*\*

MR. MIDDENDORF'S TALK

\*\*\*\*\*

Mr. Middendorf thank you for those thought provoking words / words which should set the tenor / of our ten months of academic work that lies ahead. / With your permission, I should also like to address a few words / to this Class of 1974 / You members of this class / have all come from operational or managerial assignments. / You may well be asking yourselves / why am I being sent to this academic institution? / Let me try to answer that question / by saying that you were carefully picked / by your Service or Department / to attend the Naval War College / because you have already demonstrated superior performance. / You have been identified by your seniors / as candidates for positions of greater responsibility in the future. /

But what did your seniors expect / to achieve by sending you here? / Uppermost is the enhancement / of your capabilities to make sound decisions. / That is not to say that you have not been making / sound decisions in the past / I'm quite confident that you have. / Rather I am saying that / the difficulties of decision making grow rapidly / as you rise to more and more responsible positions. / The problems being addressed are broader in scope / and involve many more uncertainties. / The thrust of the course / here at the War College is thus to develop / with you certain principles / not rules, / that when logically applied / will assist in making sound decisions / under conditions of uncertainty. /

The question is how should decision making amidst uncertainty be taught? / There are lots of ways / We have selected the approach of studying how decision makers did it in the past. / We study some decision makers with what look like good batting averages / and some not so good. / This approach is least likely to result / in a single, pat formula for success. / Rather, it will highlight those key factors / which influenced past decision makers / and it will prompt us to look at what made them react / in the way that they did. / It will put you, the student, / in the shoes of those past decision makers. / Hopefully, wrestling with their dilemmas / will be good practice, free of consequences. /

I believe that it is particularly appropriate today / to emphasize the process of decision making / as opposed to providing contemporary data. / We in the military are in the midst of dramatic changes / in public attitudes toward the need for military force, / and toward our competence as managers / of vast sums of public money. / In addition, / the fast-moving world of technology / is having a major impact on how / we may use military forces in the future. / Old cliches and outmoded patterns of thinking / simply will not do today. / Thus you are here to think out for yourselves / imaginative approaches to formation of our strategy, / our managerial processes / and our tactics. You are here because deeper, / more critical thinking in these areas / is essential to our continued national security. /

For instance, are you able today to convincingly defend  
**Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6**  
our purpose for having a military force, to people who do not  
understand why such force is necessary in an era of detente?  
Certainly you cannot get away with the old rationale of  
"containment".

Our Strategy and Policy curriculum probes into questions  
like this through selected case studies. It involves you in  
national and military decisions made over the past 2400 years.  
In using this approach we are  
harking back to the tradition of the founder of this College,  
Admiral Stephen B. Luce, and his successor, Admiral Alfred Thayer  
Mahan. We have listened to Admiral Luce's admonition, "Thucydides,  
an admiral of the Athenian Navy," said Luce, "was the best  
naval historian of antiquity. His works should be read by every  
naval student today." You will have the opportunity to follow  
the Admiral's advice - ask yourselves when reading Thucydides,  
why did the leaders of Athens, a sea power, elect to send a  
military expedition overseas to Sicily where it became bogged  
down for a much longer time than anticipated and to the dismay  
of the citizens at home? Surely you will draw interesting  
analogies to recent events.

A second area of decisions that we face today involve the  
allocation of scarce resources between conflicting military  
and civilian priorities. The days are past when near unanimous  
public concern with a menacing, seemingly monolithic, enemy  
ensured a generous share of the Gross National Product for  
National Defense. At the same time, we must now compete



Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6  
for manpower with civilian occupations/without benefit of the  
draft./ This, combined with the cultural changes taking place  
in American society,/make it mandatory that we reexamine/the  
psychological and sociological aspects/of our personnel manage-  
ment and leadership techniques./ Our Defense Economics  
and Decision Making curriculum here at the War College/ looks  
at some of the techniques/for problem solving in these areas/and  
at case studies of both past/and /hypothetical decisions on  
these issues./ You will have your chance to second guess/others  
who have wrestled in this arena./

Finally, there are the decisions that we face today/involving  
the employment of Naval Forces./ The United States Navy emerged  
from World War II/as an armada without peer anywhere in the  
world./ We have enjoyed almost thirty years/of numerical  
supremacy on the seas./

Today, the advent of a new power on the high seas/combined with  
the rapid rate of technological change,/place demands on naval  
officers to increase the efficiency/with which we employ our  
forces/both in peacetime operations/and in time of conflict./

Our Naval Tactics course harkens back/to the War College  
of the 1920's and 1930's/when Tactics and the famous game board/  
were the core of the curriculum./ Again using case studies,/   
largely hypothetical, since technology has outmoded historical  
examples,/our Tactics course will encourage you to probe/for  
the multitude of considerations/that today's tactical commanders

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6  
must take into account./

There are two final points about your curriculum/that I would like to emphasize/ | First, there truly are no school solutions/ to the problems that you will study here./ It is your logic,/ your organization of thought,/ and your ability to present your ideas clearly and forcibly/ which count. Do not read and study to memorize facts/, but to digest, to reflect/ and to develop your own reasoning on the issues at hand./

Second, course content is secondary./ There are a lot of subjects/ and reams of factual material that cannot be covered./ Do not let that bother you./ We are playing for the long run,/ preparing you for those top positions/ to which you will rise,/ not simply training you for your next tour of duty./ We can, in ten months,/ only introduce you to the subjects that we cover here./ You will have to continue to explore/ on your own in the future./

The rewards for full participation here/ can be great./ First, and foremost there is a chance/ for you to improve your potential/ for service to your country./ Next, there is a chance to be identified/ to your peers and to your seniors/ as a leading thinker in our profession./ Also, and not to be overlooked,/ there is a great chance to have fun/ for you are free of operational or managerial responsibilities/ - free to ask those

~~unaskable guest~~ ~~Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6~~ ~~you always wanted to ask~~ ~~these~~ to make this year as stimulating and challenging as you want. / I encourage you to open new avenues of thinking. / You can do that only if you take to heart / these additional words of Stephen Luce: /

"Let officers who have completed their terms of sea-service / in their respective grades, / come here for a course of study, / not for discussion, but for study." /

We are not here for discussion or swapping of sea stories. / We are here to stretch our minds, / to study seriously and to probe deeply. / Our rewards will come in direct proportion / to our combined efforts. /

Before closing this Convocation, / I would also encourage all you wives of this year's class / to seek this same kind of academic opportunity and stimulation. / You have the unique chance / in our special courses for wives, / to share in the same intellectual experiences as your spouses. / In addition, there are other special programs. / We will discuss these in detail / at the Wives Presentation and Welcoming Tea next Thursday. /

In closing, / you may be sure that it shall be my object / and that of the members of the Faculty and Staff / to facilitate your work in every way / and to render your stay as profitable as possible. Welcome to Newport / and to the Naval War College. / Please take a walk around with your families / and look the entire place over. / We are very

~~Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6~~  
proud of our campus. / Again, Welcome on board

7

PRESIDENT, NAVAL WAR COLLEGE

CONVOCATION ADDRESS

30 August 1973

You members of the class of 1974 have all come from operational or managerial assignments. You may well be asking yourselves, why am I being sent to this year of academic endeavor. Let me try to answer that question by saying that you have been identified by your seniors as candidates for positions of greater responsibility in the future.

But what did your seniors expect to achieve by sending you here? Uppermost is the enhancement of your capabilities to make sound decisions. That is not to say that you have not been making sound decisions in the past - I'm quite confident that you have. Rather I am saying that the difficulties of decision making grow rapidly as you rise to more and more responsible positions. The problems being addressed are broader in scope and involve many more uncertainties.

I believe that it is particularly appropriate today to emphasize decision making midst uncertainty as opposed to providing contemporary data. We in the military are in the midst of dramatic changes in public attitudes toward the need for military force, and toward our competence as managers of vast sums of public money. In addition, the fast-moving world of technology is having a major impact on how we may use military forces in the future. Old cliches and outmoded patterns of thinking simply will not do today. Thus you are here to think out for yourselves imaginative approaches to formation of our strategy, our managerial processes and our tactics. You are here because deeper, more critical thinking in these areas is essential to our continued national security.

For instance, are you able today to convincingly defend our purpose for having a military force to people who do not understand why such force is necessary in an era of detente. Certainly you cannot get away with the old rationale of "containment".

Our Strategy and Policy curriculum at the Naval War College probes into questions like this through selected historical case studies. It involves you in national and military decisions made over the past 2400 years. In using this approach we are harking back to the tradition of the founder of this College, Admiral Stephen B. Luce, and his successor, Admiral Alfred Thayer Mahan. We here have listened to one of Admiral Luce's admonitions, "Thucydides, an admiral of the Athenian Navy," said Luce, "was the best naval historian of antiquity. His works should be read by every naval student today." You will have the opportunity to follow the Admiral's advice. Ask yourself when reading Thucydides, why did the leaders of Athens, a sea power, elect to send a military expedition overseas to Sicily where it became bogged down for a much longer time than anticipated and to the dismay of the citizens at home? Surely you will draw interesting analogies to recent times.

A second area of decisions that we face today involve the allocation of scarce resources between competing military and civilian priorities. The days are past when near unanimous public concern with a menacing, seemingly monolithic, enemy ensured a generous share of the Gross National Product for National Defense. At the same time, we must now compete for our manpower with civilian occupations without benefit of the draft. This, combined with the cultural changes taking place in American society, make it mandatory that we reexamine the psychological and sociological aspects of our personnel management and leadership techniques. Our Defense Economics and Decision Making curriculum here at the War College looks at some of the techniques for problem solving in these areas and at case studies of both past and hypothetical decisions on these issues of resource allocation. You will have your chance to second guess others who have wrestled in this arena.

Finally, there are the decisions that we face today involving the employment of Naval Forces. The United States Navy emerged from World War II as an armada without peer anywhere in the world. We have enjoyed almost thirty years of numerical supremacy on the seas. Today, the advent of a new power on the high seas combined with the rapid rate of technological change, place demands on naval officers to increase the efficiency with which we employ our forces both in peace-

time operations and in time of conflict.

Our Naval Tactics course here harkens back to the War College of the 1920's and 1930's when Tactics and the famous war game checkerboard were the core of the curriculum. Again using case studies, largely hypothetical, since technology has outmoded historical examples, our Tactics course will encourage you to probe for the multitude of considerations that today's tactical commanders must take into account.

There are two final points about your curriculum that I would like to emphasize. First, there truly are no school solutions to the problems that you will study here. It is your logic, your organization of thought, and your ability to present your ideas clearly and forcibly which count. Do not read and study to memorize facts, but to digest, to reflect and to develop your own reasoning on the issues at hand.

Second, course content is secondary. There are a lot of subjects and reams of factual material that cannot be covered. Do not let that bother you. We are playing for the long run, preparing you for those top positions to which you will rise, not simply training you for your next tour of duty. We can, in ten months, only introduce you to the subjects that we cover here. You will have to continue your education on your own in the future.

The rewards for full participation here can be great. First, and foremost there is a chance for you to improve your potential for service to your country. Next, there is a chance to be identified to your peers and to your seniors as a leading thinker in our profession. Also, and not to be overlooked, there is a great chance to have fun, for you are free of operational or managerial responsibilities - free to ask those unaskable questions you always wanted to ask - free to make this year as stimulating and challenging as you want. I encourage you to open new avenues of thinking. You can do that only if you take to heart these additional words of Stephen Luce:

"Let officers who have completed their terms of sea-service in their respective grades, come here for a course of study, not for discussion, but for study."

We are not here for discussion or swapping of sea stories, We are here to stretch our minds, to study seriously and to probe deeply. Our rewards will come in direct proportion to our combined efforts.

In closing, you may be sure that it shall be my object and that of the members of the Faculty and Staff to facilitate your work in every way and to render your stay as profitable as possible. Welcome to Newport and to the Naval War College. Please take a walk around with your families, and look the entire place over. We are very proud of our campus. Again, Welcome on board.

PRESIDENT, NAVAL WAR COLLEGE

CONVOCATION ADDRESS

30 August 1973

You members of the class of 1974 have all come from operational or managerial assignments. You may well be asking yourselves, why am I being sent to this year of academic endeavor. Let me try to answer that question by saying that you have been identified by your seniors as candidates for positions of greater responsibility in the future.

But what did your seniors expect to achieve by sending you here? Uppermost is the enhancement of your capabilities to make sound decisions. That is not to say that you have not been making sound decisions in the past - I'm quite confident that you have. Rather I am saying that the difficulties of decision making grow rapidly as you rise to more and more responsible positions. The problems being addressed are broader in scope and involve many more uncertainties.

I believe that it is particularly appropriate today to emphasize decision making midst uncertainty as opposed to providing contemporary data. We in the military are in the midst of dramatic changes in public attitudes toward the need for military force, and toward our competence as managers of vast sums of public money. In addition, the fast-moving world of technology is having a major impact on how we may use military forces in the future. Old cliches and outmoded patterns of thinking simply will not do today. Thus you are here to think out for yourselves imaginative approaches to formation of our strategy, our managerial processes and our tactics. You are here because deeper, more critical thinking in these areas is essential to our continued national security.

For instance, are you able today to convincingly defend our purpose for having a military force to people who do not understand why such force is necessary in an era of detente. Certainly you cannot get away with the old rationale of "containment".



Our Strategy and Policy curriculum at the Naval War College probes into questions like this through selected historical case studies. It involves you in national and military decisions made over the past 2400 years. In using this approach we are harking back to the tradition of the founder of this College, Admiral Stephen B. Luce, and his successor, Admiral Alfred Thayer Mahan. We here have listened to one of Admiral Luce's admonitions, "Thucydides, an admiral of the Athenian Navy," said Luce, "was the best naval historian of antiquity. His works should be read by every naval student today." You will have the opportunity to follow the Admiral's advice. Ask yourself when reading Thucydides, why did the leaders of Athens, a sea power, elect to send a military expedition overseas to Sicily where it became bogged down for a much longer time than anticipated and to the dismay of the citizens at home? Surely you will draw interesting analogies to recent times.

A second area of decisions that we face today involve the allocation of scarce resources between competing military and civilian priorities. The days are past when near unanimous public concern with a menacing, seemingly monolithic, enemy ensured a generous share of the Gross National Product for National Defense. At the same time, we must now compete for our manpower with civilian occupations without benefit of the draft. This, combined with the cultural changes taking place in American society, make it mandatory that we reexamine the psychological and sociological aspects of our personnel management and leadership techniques. Our Defense Economics and Decision Making curriculum here at the War College looks at some of the techniques for problem solving in these areas and at case studies of both past and hypothetical decisions on these issues of resource allocation. You will have your chance to second guess others who have wrestled in this arena.

Finally, there are the decisions that we face today involving the employment of Naval Forces. The United States Navy emerged from World War II as an armada without peer anywhere in the world. We have enjoyed almost thirty years of numerical supremacy on the seas. Today, the advent of a new power on the high seas combined with the rapid rate of technological change, place demands on naval officers to increase the efficiency with which we employ our forces both in peace-

time operations and in time of conflict.

Our Naval Tactics course here harkens back to the War College of the 1920's and 1930's when Tactics and the famous war game checkerboard were the core of the curriculum. Again using case studies, largely hypothetical, since technology has outmoded historical examples, our Tactics course will encourage you to probe for the multitude of considerations that today's tactical commanders must take into account.

There are two final points about your curriculum that I would like to emphasize. First, there truly are no school solutions to the problems that you will study here. It is your logic, your organization of thought, and your ability to present your ideas clearly and forcibly which count. Do not read and study to memorize facts, but to digest, to reflect and to develop your own reasoning on the issues at hand.

Second, course content is secondary. There are a lot of subjects and reams of factual material that cannot be covered. Do not let that bother you. We are playing for the long run, preparing you for those top positions to which you will rise, not simply training you for your next tour of duty. We can, in ten months, only introduce you to the subjects that we cover here. You will have to continue your education on your own in the future.

The rewards for full participation here can be great. First, and foremost there is a chance for you to improve your potential for service to your country. Next, there is a chance to be identified to your peers and to your seniors as a leading thinker in our profession. Also, and not to be overlooked, there is a great chance to have fun, for you are free of operational or managerial responsibilities - free to ask those unaskable questions you always wanted to ask - free to make this year as stimulating and challenging as you want. I encourage you to open new avenues of thinking. You can do that only if you take to heart these additional words of Stephen Luce:

"Let officers who have completed their terms of sea-service in their respective grades, come here for a course of study, not for discussion, but for study."

We are not here for discussion or swapping of sea stories, We are here to stretch our minds, to study seriously and to probe deeply. Our rewards will come in direct proportion to our combined efforts.

In closing, you may be sure that it shall be my object and that of the members of the Faculty and Staff to facilitate your work in every way and to render your stay as profitable as possible. Welcome to Newport and to the Naval War College. Please take a walk around with your families, and look the entire place over. We are very proud of our campus. Again, Welcome on board.

---

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

**THE UNITED STATES NAVAL WAR COLLEGE  
NEWPORT R.I.**

**ACADEMIC CONVOCATION  
NINETIETH CLASS**



**30 August 1973**

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

**PROGRAM**

1020 - Guests are seated

1030 - PARADE THE COLORS

- Academic Procession

- NATIONAL ANTHEM

- INVOCATION

- REMARKS

  - Honorable J. William Middendorf, II  
Under Secretary of the Navy

- ADDRESS - President, Naval War College

- Academic Recession

1130 - Open House

MUSIC BY NAVY BAND NEWPORT

## PRESIDENT AND STAFF

VAdm. Stansfield Turner

LCdr. G. Clark  
Ens. K.L. Corrigan  
Cdr. J.A. Garrow  
Cdr. C.C. Pease  
Prof. F.H. Hartmann

Prof. R.D. Williams  
LCdr. J.R. Riess  
Cdr. G.E. Thibault  
Ens. R.L. Thompson

## DEPUTY AND STAFF

RAdm. C.S. Williams

Cdr. J.M. Langford  
Cdr. P.L. Merwin

LCdr. D.L. Schneider  
Cdr. R.R. Terry

## FACULTY

### DEPARTMENT OF STRATEGY

Prof. P.A. Crowl  
Prof. J. Bunting, III  
Prof. R.F. Delaney  
Capt. W.W. Erikson  
Prof. W.B. Fowler  
LCol. D.L. Frederick, USAF  
Prof. A.V. Freeman  
Col. J.A.R. Guertin, USA  
Prof. F.H. Hartmann  
Cdr. J.A. Hickey  
Ens. D.V. Hicks

Col. J.B. Keeley, USA  
LCol. F.A. Mathews, USMC  
Prof. J.K. McDonald  
Prof. R. Megargee  
Col. W.P.C. Morgenthauer, USMC  
Cdr. C.H. Nordhill  
Prof. D.B. Ralston  
Prof. S.T. Ross  
LCdr. B.M. Simpson, III  
Lt.(j.g.) C.L. Symonds

### DEPARTMENT OF MANAGEMENT

Prof. W.B. Rogers  
LCol. J.T. Abell, USAF  
Capt. H.D. Barker  
Prof. G.F. Brown, Jr.  
Cdr. J.L. Carenza  
Capt. A.H. Cornell  
LCol. E.L. Gallup, Jr., USA  
LCdr. M.W. Gavlak  
Cdr. C.P. Hammon  
LCol. J. Hogan, USA  
Col. L.W. Jackley, USA  
Capt. C. Lewis  
Prof. R. Lloyd

Cdr. W.A. Peters, SC  
Cdr. D.J. Moss  
LCol. J.W. Richards, USAF  
Col. P. Robertson, USMC  
Prof. C.P. Shirkey  
Cdr. J.W. Speer, SC  
Ens. G.H. Taylor  
Cdr. W.E. Turcotte  
Cdr. S.G. Underhill  
Cdr. J.M. Webster  
Prof. F.J. West, Jr.  
Capt. J.E. Wilson  
Ens. F. York

#### DEPARTMENT OF TACTICS

Capt. E.C. Kenyon	Capt. R.L. Huth
Capt. W. Abromitis	Cdr. R.C. Kemper
LCol. K.W. Andrus, USMC	Cdr. L.E. Krekel
Capt. R.H. Barker	Cdr. D.R. Maher
Capt. R.B. Bathurst	Cdr. R.D. McKay
Cdr. W. Carson	Capt. C.K. Moore
LCol. G.J. Collins, USAF	Cdr. Z.L. Newcomb
Capt. R.B. Connelly	Cdr. C.P. Pfarrer, Jr.
Capt. T.R. Cotten, Jr.	Capt. W. Ramsey
Cdr. J.R. Devereaux	Prof. F.E. Shoup, III
Cdr. L.T. Furey	Capt. H.W. Smevog
Cdr. J.V. Hall	LCdr. H.D. Sturr
LCol. J.H. Higgins, USMC	Prof. R.D. Williams
Capt. C.C. Hobdy, USCG	

#### DEPARTMENT OF ADVANCED RESEARCH

Prof. J.E. King	Cdr. W.R. Pettyjohn
-----------------	---------------------

#### COLLEGE OF NAVAL WARFARE

Col. R.D. Slay, USMC	Cdr. R.V. Hansen
Cdr. P.C. Donovan	

#### COLLEGE OF NAVAL COMMAND AND STAFF

Capt. Troy E. Stone	LCdr. R.C. O'Brien
Cdr. H.E. Christenson	LCol. R.C. Pietsch, USA
Cdr. J.H. Graham	

#### NAVAL COMMAND COLLEGE

Capt. C.O. Borgstrom, Jr.	Cdr. R.J. Lamoreaux
Ens. J.H. Asthalter	Cdr. W.K. Mallinson
LCol. D.C. Escalera, USMC	Cdr. J.E. Tarlton
Prof. P.L. Gamble	LCdr. M.H. Williamson

#### NAVAL STAFF COURSE

Capt. J.Q. Quinn	LCdr. J.A. Moriarty
LCdr. P.A. Joseph, USCG	LCdr. D.S. Thompson
Cdr. R.K. Lockwood, Jr.	Cdr. J.D. Waring
LCdr. J.B. Loftus	

**CENTER FOR CONTINUING EDUCATION**

Col. R.B. Taber, USMC	Mr. F.L. Flynn
LCdr. J.F. Ayars	Mr. R.D. Hicks
Ens. J. P. Bacher	Cdr. H.L. Hunt
LCdr. R.F. Beckham	Cdr. R.M. Laske
LCdr. J.B. Bonds	Cdr. R.A. Rinkel
Lt.(j.g.) J.D. Caswell	LCdr. R.C. Truax
Cdr. L.J. Coughlin, Jr., JAGC	Lt. J. Webster, JAGC
LCdr. D.C. Faul, SC	

**EXECUTIVE/ADMINISTRATIVE STAFF**

Capt. H.G. Nott	Ens. P.A. Hernandez
Cdr. C.F. Ake	Cdr. P.E. Hewitt
Cdr. W.J. Burns	Ens. E.J. Hirt
Cdr. E.R. Callahan	Cdr. B.P. McCrane
Capt. M. Dasovich, SC	LCdr. J.B. Moore
LCdr. C.C. Davis	Cdr. T.J. Moran
Cdr. S.A. DeRuggiero, SC	Capt. B.C. Ruble
Capt. C.O. Fiske	Cdr. K.L. Wright

**LIBRARY DEPARTMENT**

Prof. E.R. Schwass	Mr. O.R. Guilbault
Miss F.L. Carey	Ens. J.E. Hawrylo
Mrs. M.D. Curtis	Mr. A.S. Nicolosi

**CENTER FOR WAR GAMING**

Capt. D. Henderson	LCdr. P.R. Jacobs
Cdr. F. Adorney	Cdr. P.Y. Jackson
Cdr. F.A. Avery	Cdr. R.L. Kirkwood
Cdr. D.F. Barnhardt	LCdr. G.E. Kouba
Cdr. R.N. Blatt	LCdr. J.E. Liebmann
Cdr. P.J. Braun	Prof. J. Naar
Cdr. C.W. Buzzell	LCol. B.J. Palmer, USMC
Cdr. T.R. Cate	Cdr. R.N. Peterson
LCdr. R.V. Cottom	Cdr. F.L. Rayome
LCdr. R.T. Davis	LCdr. G.N. Seneff
Cdr. R.F. Dugan	LCdr. J.D. Shewchuk
Cdr. T.W. Fitzgerald	LCdr. E.F. Stein
Cdr. W.L. Horne	Cdr. J.M. Wilkins



List of Students

NAVAL COMMAND COLLEGE

Captain Arnoldo De Paola, Argentine Navy  
Commander Malcolm Douglas Jackson, Royal Australian Navy  
Commander Roberto Fontenelle Lima, Brazilian Navy  
Colonel Alan Pickering, Canadian Armed Forces  
Captain Lei Tien-lin, Chinese Navy  
Captain Gilberto Rengifo Varon, Colombian Navy  
Commander Jan Thorsen, Royal Danish Navy  
Commander Negash Zelleke, Imperial Ethiopian Navy  
Commander Ghislain de Langre, French Navy  
Captain Karl Welz, Federal German Navy  
Captain Sukhmal Jain, Indian Navy  
Lieutenant Colonel Basoeki, Indonesian Navy  
Commander Cyrus Yeghiazarian, Imperial Iranian Navy  
Captain Shebtay Levi, Israeli Defense Force  
Commander Domenico Pasqualini, Italian Navy  
Commander Shin Itonaga, Japanese Maritime Self-Defense Force  
Commander Thuon Tyro, Khmer National Navy  
Commander Pak Son Ho, Republic of Korea Navy  
Lieutenant Colonel Fares Lahoud, Lebanese Navy  
Captain Ramon Torres Rosas, Mexican Navy  
Commander Akintunde A. Aduwo, Nigerian Navy  
Commander Saeed Muhammad Khan, Pakistan Navy  
Commander Alejandro Martinez Frisancho, Peruvian Navy  
Commander Tagumpay R. Jardiniano, Philippine Navy  
Commander Carlos Martin Allegue, Spanish Navy  
Commander Johjong Shotishuang, Royal Thai Navy  
Commander Erkan Gursal, Turkish Navy  
Commander N.J. Hill-Norton, Royal Navy  
Commander Curtis W. Miller, Jr., United States Navy  
Captain Jose Rodriguez Mottola, Venezuelan Navy  
Captain Phan Van Con, Vietnamese Navy

— ψ —

List of Students

COLLEGE OF NAVAL WARFARE

Commander William F. Agnew, U.S. Navy  
Lieutenant Colonel Vincent A. Albers, Jr., U.S. Marine Corps  
Lieutenant Colonel Willis G. Bacon, U.S. Army  
Lieutenant Colonel Donald W. Bain, Jr., U.S. Air Force  
Commander Walter F. Baker, U.S. Navy  
Commander Larry E. Barringer, U.S. Navy  
Commander Paul D. Barrish, U.S. Navy  
Commander John T. Beaver, U.S. Navy  
Commander Stephen C. Belechak, U.S. Navy  
Lieutenant Colonel Roy L. Belli, U.S. Marine Corps  
Lieutenant Colonel Richard W. Bergson, U.S. Army  
Commander James F. Blake, Jr., SC, U.S. Navy  
Commander Edward L. Bleynat, U.S. Navy  
Lieutenant Colonel William A. Bloomer, U.S. Marine Corps  
Commander Keith A. Boatright, U.S. Navy  
Mr. Reginald Bourdon, Department of Commerce  
Captain Henry H. Bowers, U.S. Navy  
Lieutenant Colonel Frederick B. Bowling, U.S. Army  
Lieutenant Colonel Harvey D. Bradshaw, U.S. Marine Corps  
Commander Robert L. Brewin, SC, U.S. Navy  
Lieutenant Colonel Dallas C. Brown, Jr., U.S. Army  
Commander Wallace A. Buck, U.S. Navy  
Captain James D. Burden, U.S. Navy  
Commander Howard F. Burdick, Jr., U.S. Navy  
Lieutenant Colonel David J. Burke, U.S. Air Force  
Lieutenant Colonel Seth W. Burkett, U.S. Army  
Commander Jim F. Cameron, U.S. Navy  
Mr. Thomas C. Campbell, Naval Air Systems Command  
Commander Cornelius J. Carmody, U.S. Navy  
Commander Nevin P. Carr, U.S. Navy  
Commander Paul E. Charette, SC, U.S. Navy  
Mr. Ted A. Cherry, Central Intelligence Agency  
Colonel James P. Connolly, II, U.S. Marine Corps  
Commander William C. Connor, CEC, U.S. Navy

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Commander Estill A. Cooper, Jr., U.S. Navy  
Commander Thomas G. Craft, SC, U.S. Navy  
Colonel Jack Cummings, U.S. Air Force  
Commander Walter J. Davis, Jr., U.S. Navy  
Commander David N. Denton, U.S. Navy  
Commander Paul W. Dillingham, Jr., U.S. Navy  
Lieutenant Colonel Walter R. Dillow, U.S. Marine Corps  
Mr. Harold J. Doebler, Navy Lab  
Commander Rance D. Dunmire, U.S. Navy  
Lieutenant Colonel Charles E. Edgar, U.S. Army  
Commander Leslie R. Edwards, U.S. Navy  
Commander Arthur R. Ellingwood, Jr., U.S. Navy  
Commander George M. Elliott, U.S. Navy  
Mr. Bobby Ellison, Defense Intelligence Agency  
Mr. Rudolf A. Enders, Department of Army  
Commander David W. Farnham, U.S. Navy  
Captain Edmond M. Feeks, U.S. Navy  
Commander George J. Fenzl, Jr., U.S. Navy  
Lieutenant Colonel Walter D. Fillmore, U.S. Marine Corps  
Colonel Thomas G. Foster, III, U.S. Army  
Colonel Donald J. Fulham, U.S. Marine Corps  
Commander Salvatore F. Gallo, U.S. Navy  
Commander Jack A. Garrow, U.S. Navy  
Lieutenant Colonel Louis Gasparine, Jr., U.S. Marine Corps  
Lieutenant Colonel William F. Gavitt, Jr., U.S. Air Force  
Colonel Donald F. Gaylor, U.S. Air Force  
Commander Carl E. Giese, Jr., U.S. Navy  
Commander Leonard E. Giuliani, U.S. Navy  
Commander Jack R. Gladin, U.S. Navy  
Commander Richard L. Grant, U.S. Navy  
Mr. David L. Gray, U.S. Information Agency  
Commander Hoke D. Griffin, U.S. Navy  
Mr. Robert C. Guenther, Defense Intelligence Agency  
Mr. Joseph D. Guglielmello, Naval Material Command  
Lieutenant Colonel William M. Hadly, U.S. Army  
Lieutenant Colonel Harry T. Hagaman, U.S. Marine Corps  
Lieutenant Colonel Harry T. Hall, U.S. Army  
Commander Raymond J. Harbrecht, U.S. Navy  
Lieutenant Colonel Franklin A. Hart, Jr., U.S. Marine Corps  
Commander Albert M. Hayes, Jr., U.S. Navy  
Lieutenant Colonel Donald C. Heim, U.S. Marine Corps

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Lieutenant Colonel Robert J. Henley, U.S. Marine Corps  
Lieutenant Colonel John S. Hollingshead, U.S. Marine Corps  
Commander John P. Holm, U.S. Navy  
Captain Lennart G. Holmberg, U.S. Navy  
Lieutenant Colonel Joseph E. Hopkins, U.S. Marine Corps  
Mr. Janko Jackson, Navy Lab  
Commander Paul H. Jacobs, U.S. Navy  
Commander Clifford M. Johns, U.S. Navy  
Lieutenant Colonel Floyd J. Johnson, Jr., U.S. Marine Corps  
Lieutenant Colonel Thomas R. Johnson, U.S. Marine Corps  
Colonel Johnny J. Johnston, U.S. Army  
Colonel Charles J. Keever, U.S. Marine Corps  
Commander Robert J. Kerrigan, U.S. Navy  
Lieutenant Colonel Robert D. King, U.S. Marine Corps  
Lieutenant Colonel Robert H. Kjar, U.S. Air Force  
Commander Harry W. Konkel, U.S. Navy  
Commander Joseph F. Konopik, Jr., SC, U.S. Navy  
Commander Herbert B. Kuykendall, U.S. Navy  
Commander Lowell C. Laitsch, JAGC, U.S. Navy  
Commander Frederick W. Lawler, U.S. Navy  
Mr. Donald L. Light, Defense Mapping Agency  
Mr. Harrison T. Loeser, Navy Lab  
Lieutenant Colonel Robert C. Looney, U.S. Army  
Colonel John R. Love, U.S. Marine Corps  
Commander James A. Major, U.S. Navy  
Commander Donald Martin, U.S. Navy  
Lieutenant Colonel Richard A. Mason, U.S. Air Force  
Commander Thomas J. McEnaney, Jr., U.S. Navy  
Commander Wayne B. McFarland, SC, U.S. Navy  
Commander Kenneth B. McGhee, U.S. Navy  
Lieutenant Colonel Charles I. McLain, U.S. Army  
Lieutenant Colonel Charles G. McLean, U.S. Air Force  
Lieutenant Colonel James J. McMonagle, U.S. Marine Corps  
Commander James F. McNulty, U.S. Navy  
Commander William C. Mercer, U.S. Navy  
Lieutenant Colonel John W. Meservey, U.S. Air Force  
Lieutenant Colonel Donald R. Miller, U.S. Marine Corps  
Commander Robert W. Montross, U.S. Navy  
Lieutenant Colonel Robert D. Morgan, U.S. Army  
Captain James O. Naugle, U.S. Navy

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Commander Walter C. Nix, U.S. Navy  
Lieutenant Colonel Kenneth W. North, U.S. Air Force  
Mr. Michael J. Norton, Defense Communications Agency  
Colonel Robert C. Oaks, U.S. Air Force  
Commander Neil F. O'Connor, U.S. Navy  
Mr. William M. Ogden, Navy Lab  
Lieutenant Colonel Chris Patte, U.S. Army  
Commander Robert F. Peek, U.S. Navy  
Commander George E. Pillow, Jr., U.S. Navy  
Commander Donald D. Pizinger, U.S. Navy  
Commander Herschel L. Plowman, U.S. Navy  
Lieutenant Colonel Gerald H. Polakoff, U.S. Marine Corps  
Colonel Charles R. Poppe, Jr., U.S. Marine Corps  
Lieutenant Colonel Roger J. Price, U.S. Army  
Colonel Philip S. Prince, U.S. Air Force  
Lieutenant Colonel Ronald M. Proudfoot, U.S. Marine Corps  
Commander Dale C. Purdy, U.S. Navy  
Commander Merrill D. Reich, U.S. Navy  
Commander Robert T. Reimann, U.S. Navy  
Captain Benny J. Ricardo, U.S. Navy  
Mr. Robert J. Riggins, Navy Material Command  
Lieutenant Colonel William E. Riley, Jr., U.S. Marine Corps  
Lieutenant Colonel Richard T. Robinson, U.S. Army  
Commander William A. Rockwell, U.S. Navy  
Mr. William Roderiquez, Jr., National Security Agency  
Lieutenant Colonel William C. Roll, U.S. Army  
Commander Everett F. Rollins, Jr., U.S. Navy  
Commander Richard N. Rounds, SC, U.S. Navy  
Lieutenant Colonel Robert L. Schneider, U.S. Army  
Commander John M. Schulze, Jr., U.S. Navy  
Lieutenant Colonel Richard T. Scott, U.S. Air Force  
Lieutenant Colonel Harry E. Sexton, U.S. Marine Corps  
Commander Philip M. Shannon, U.S. Navy  
Mr. Thomas J. Shopple, Navy Lab  
Lieutenant Colonel Don J. Slee, U.S. Marine Corps  
Commander Clyde A. Smith, U.S. Navy  
Commander Nepier V. Smith, U.S. Navy  
Commander Paul E. Smith, Jr., U.S. Naval Reserve  
Commander Eugene A. Spadoni, U.S. Navy  
Colonel William J. Spiesel, U.S. Marine Corps

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Commander Frederick G. Staudenmayer, U.S. Navy  
Commander Robert J. Steele, U.S. Navy  
Commander Anna L. Steenburgen, U.S. Navy  
Commander Wayne L. Stephens, U.S. Navy  
Commander Carl J. Stokes, Jr., U.S. Navy  
Mr. Lewis L. Stone, Navy Lab  
Commander Gregory F. Streeter, U.S. Navy  
Commander Gary R. Susag, U.S. Navy  
Commander Milton Y. Suzich, U.S. Coast Guard  
Lieutenant Colonel Alfred E. Talbott, U.S. Air Force  
Mr. J. Robert Tarr, Defense Supply Agency  
Commander Arthur C. Taylor, U.S. Navy  
Commander Robert C. Taylor, Jr., U.S. Navy  
Commander Glynn M. Thompson, U.S. Navy  
Lieutenant Colonel William H.J. Tiernan, U.S. Marine Corps  
Lieutenant Colonel Daniel J. Tobin, U.S. Army  
Commander Walter A. Toehlke, U.S. Navy  
Commander Jack W. Tomion, U.S. Navy  
Mr. Earl R. Towson, Navy Lab  
Lieutenant Colonel Alexander A. Vivona, Jr., U.S. Air Force  
Commander Donald L. Waggoner, U.S. Navy  
Lieutenant Colonel Leo C. Waible, Jr., U.S. Army  
Captain William B. Walker, U.S. Navy  
Commander Robert L. Warren, U.S. Navy  
Commander Don V. Wells, U.S. Navy  
Lieutenant Colonel Donald P. Whalen, U.S. Army  
Lieutenant Colonel Orren R. Whiddon, U.S. Army  
Lieutenant Colonel Robert B. White, U.S. Air Force  
Mr. Harry E. Williams, National Security Agency

List of Students

COLLEGE OF NAVAL COMMAND AND STAFF

Major Alfred J. Ahrens, U.S. Army  
Lieutenant Commander Ronald G. Ailor, U.S. Naval Reserve  
Lieutenant Commander Henry C. Allen, U.S. Navy  
Lieutenant Commander Thomas P. Anderson, U.S. Navy  
Major Robert A. Ator, U.S. Air Force  
Lieutenant Commander David V. Austin, U.S. Navy  
Major Thomas Ayers, III, U.S. Army  
Major Vernon E. Backman, U.S. Air Force  
Lieutenant Commander Don W. Baird, U.S. Navy  
Major Larry L. Baldwin, U.S. Marine Corps  
Lieutenant Commander Hugh E. Ball, Jr., U.S. Navy  
Lieutenant Commander Richard E. Barbour, U.S. Navy  
Major Robert E. Barker, U.S. Marine Corps  
Lieutenant Commander William R. Barnett, U.S. Navy  
Lieutenant James H. Bateman, U.S. Navy  
Lieutenant Commander Peter C. Baxter, U.S. Navy  
Mr. Richard Baxter, Naval Facilities Engineering Command  
Lieutenant Commander Hugh W. Betzner, Jr., U.S. Navy  
Major John H. Blewett, U.S. Army  
Major Frank M. Boberek, U.S. Army  
Lieutenant Commander Howard D. Bohaboy, JAGC, U.S. Navy  
Lieutenant Commander Louis H. Boink, III, U.S. Navy  
Lieutenant Commander Allen P. Boothe, CEC, U.S. Navy  
Lieutenant Commander J.H. Bower, Jr., U.S. Navy  
Lieutenant Commander John M. Bowers, U.S. Navy  
Major Joseph Briggs, U.S. Army  
Lieutenant Commander Albert R. Brittain, U.S. Navy  
Major James J. Bruce, U.S. Marine Corps  
Lieutenant Commander Robert L. Bushong, U.S. Navy  
Lieutenant Commander Lonnie F. Cagle, U.S. Navy  
Lieutenant Commander Ronald J. Calhoun, U.S. Navy  
Lieutenant Commander Lester W. Carl, U.S. Navy  
Lieutenant Kevin M. Carr, U.S. Navy  
Lieutenant Commander Bertrand B. Cassels, U.S. Navy

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Lieutenant Commander Robert L. Ceres, U.S. Navy  
Lieutenant Commander Ralph W. Chandler, U.S. Navy  
Major Daniel B. Chapla, U.S. Marine Corps  
Lieutenant Commander Anthony J. Chirico, U.S. Naval Reserve  
Lieutenant Commander Kenneth C. Clare, SC, U.S. Navy  
Major Vincent S. Coll, U.S. Marine Corps  
Lieutenant Commander Royal G.C. Collette, SC, U.S. Navy  
Lieutenant Commander Douglas M. Conwell, U.S. Navy  
Lieutenant Commander Paul W. Cooper, Jr., U.S. Navy  
Lieutenant Commander Terrence W. Costello, III, U.S. Navy  
Lieutenant Commander Charles R. Cramer, U.S. Navy  
Lieutenant Commander Stephen G. Creps, U.S. Navy  
Lieutenant Commander (S) David R. Crooks, U.S. Navy  
Lieutenant Commander David A. Crump, U.S. Navy  
Lieutenant Commander Ernst M. Cummings, U.S. Coast Guard  
Major Robert J. Cunningham, U.S. Air Force  
Lieutenant Commander Fred R. Demech, Jr., U.S. Navy  
Major Lee P. Dodd, Jr., U.S. Air Force  
Major Daniel J. Donovan, II, U.S. Air Force  
Major Raymond R. Dunlevy, U.S. Marine Corps  
Lieutenant Commander Lewis W. Dunton, III, U.S. Navy  
Lieutenant Commander Andrew C. Durham, U.S. Navy  
Lieutenant Commander Paul R. Dykeman, U.S. Navy  
Major Michael E. Ekman, U.S. Army  
Lieutenant William J. Erickson, U.S. Navy  
Lieutenant Howard C. Evans, U.S. Navy  
Lieutenant Commander Ernest E. Fava, U.S. Navy  
Major Theodore C. Fichtl, U.S. Army  
Lieutenant Commander Gordon E. Fisher, U.S. Navy  
Lieutenant Commander Elbert E. Flesher, Jr., U.S. Navy  
Lieutenant Commander Charles G. Flint, U.S. Navy  
Lieutenant Commander Lewis W. Flint, U.S. Navy  
Lieutenant Commander Roger P. Flower, U.S. Navy  
Lieutenant Commander James E. Foust, U.S. Navy  
Lieutenant Commander Arthur D. Fox, U.S. Navy  
Lieutenant Margaret A. Frederick, U.S. Navy  
Major Albert A. Gagliardi, U.S. Air Force  
Lieutenant Commander Jacob H. Gahm, SC, U.S. Navy  
Lieutenant Commander James C. Gamrath, U.S. Navy  
Major Irving Gersten, U.S. Army



Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Lieutenant Commander Raymond D. Gibbins, U.S. Naval Reserve  
Major Gerald W. Gill, U.S. Air Force  
Lieutenant Commander Russell C. Gill, U.S. Navy  
Major Alan L. Girod, U.S. Air Force  
Major Joseph M. Gratto, U.S. Marine Corps  
Major Willie W. Gray, U.S. Air Force  
Lieutenant Commander Robert L. Green, U.S. Navy  
Lieutenant Commander Thomas R. Green, U.S. Navy  
Lieutenant Commander William J. Green, Jr., U.S. Navy  
Lieutenant Commander Abe N. Greenberg, U.S. Navy  
Major Tommy F. Grier, U.S. Army  
Lieutenant Commander Paul A. Griffin, U.S. Navy  
Mr. Stephen B. Grogan, Naval Electronic Systems Command  
Lieutenant Commander Gregory V. Gushaw, U.S. Navy  
Lieutenant Commander James D. Hagy, U.S. Navy  
Lieutenant Commander (S) Stephen H. Hamilton, U.S. Navy  
Lieutenant James M. Hand, U.S. Navy  
Major Clarence B. Hartman, U.S. Army  
Lieutenant Commander Richard J. Hayes, U.S. Navy  
Lieutenant John E. Heath, U.S. Navy  
Major Horace F. Herlihy, U.S. Marine Corps  
Lieutenant Frank F. Hewitt, U.S. Navy  
Major Warren W. Hickman, U.S. Air Force  
Major Larry W. Hicks, U.S. Army  
Lieutenant Commander Nordean T. Hill, U.S. Navy  
Lieutenant Commander Charles A. Hodapp, SC, U.S. Navy  
Lieutenant Commander Wilbur E. Hoffmann, Jr., SC, U.S. Navy  
Lieutenant Commander Frank G. Horn, U.S. Navy  
Lieutenant Commander Donald R. Houk, U.S. Navy  
Lieutenant Commander John M. Huling, U.S. Navy  
Major Vernon R. Hull, U.S. Army  
Lieutenant Commander Arnold J. Hupp, U.S. Navy  
Lieutenant Commander George E. Hurley, Jr., U.S. Navy  
Lieutenant Commander Cecil R. Hurst, U.S. Navy  
Major Donald L. Hutchinson, U.S. Air Force  
Lieutenant Commander Francis S. Iaquinta, SC, U.S. Navy  
Lieutenant Commander Marshall N. Jackson, U.S. Navy  
Lieutenant Commander Warren B. Jackson, Jr., U.S. Navy  
Major James H. Jobe, U.S. Army  
Lieutenant Edward R. Joshua, III, SC, U.S. Navy

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Major Francis P. Keough, U.S. Army  
Lieutenant Commander Robert R. Kessler, U.S. Navy  
Lieutenant Commander Charles K. Kicker, U.S. Navy  
Lieutenant Commander Neil L. Kozlowski, U.S. Navy  
Lieutenant Commander Jay W. Lamb, U.S. Navy  
Lieutenant Commander Richard A. Lamporte, U.S. Navy  
Major Floyd C. Lewis, U.S. Marine Corps  
Lieutenant Commander Leland G. Lewis, U.S. Navy  
Lieutenant Commander David J. L'Herault, U.S. Navy  
Lieutenant Commander Erwin J. Lischke, Jr., U.S. Navy  
Lieutenant Stephen R. Loeffler, U.S. Navy  
Major Russell R. MacDonald, Jr., U.S. Air Force  
Lieutenant Commander Robert A. Maier, U.S. Navy  
Lieutenant Christopher W. Maillefert, U.S. Navy  
Captain William J. Major, Jr., U.S. Army  
Major John C. Marshall, U.S. Marine Corps  
Lieutenant Clarence C. Martin, U.S. Coast Guard  
Lieutenant Commander Owen C. Martin, Jr., U.S. Navy  
Lieutenant Commander William F. Martin, U.S. Navy  
Lieutenant Commander Gerald E. Mate, SC, U.S. Navy  
Lieutenant Commander Louie A. Mauney, U.S. Navy  
Lieutenant Colonel Leroy W. McCall, U.S. Army  
Major Charles E. McDanal, U.S. Marine Corps  
Lieutenant Commander Thomas N. McDowell, U.S. Navy  
Lieutenant Kenneth R. McGruther, U.S. Navy  
Major Spence P. Mehl, U.S. Marine Corps  
Major Frederick H. Menning, U.S. Marine Corps  
Lieutenant Commander Andrew P. Mesterhazy, SC, U.S. Navy  
Lieutenant Commander Michael T. Midas, Jr., U.S. Navy  
Lieutenant Commander Paul D. Miller, U.S. Navy  
Lieutenant Commander James R. Morford, III, U.S. Navy  
Lieutenant Commander Richard A. Morgan, U.S. Navy  
Lieutenant Commander Jerry D. Mourn, SC, U.S. Navy  
Lieutenant Commander William J. Naldrett, U.S. Navy  
Lieutenant Commander Michael A. Nash, U.S. Navy  
Lieutenant Commander Robert J. Naughton, U.S. Navy  
Major Rudolf M. Nebel, U.S. Marine Corps  
Lieutenant Commander James J. Nemer, U.S. Navy  
Lieutenant Commander Robert B. Newell, Jr., U.S. Navy  
Lieutenant Commander Robert G. Niederstadt, U.S. Navy

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Major Hobart B. Noll, U.S. Army  
Major Allan L. Novak, U.S. Air Force  
Lieutenant Commander Charles C. Nute, U.S. Navy  
Major Gerald J. Oberndorfer, U.S. Marine Corps  
Mr. Hugh P. O'Brien, Naval Supply Systems Command  
Lieutenant Commander Charles J. Osier, U.S. Navy  
Lieutenant Commander Charles L. Parnell, U.S. Navy  
Lieutenant Commander David L. Parr, U.S. Coast Guard  
Lieutenant Commander Bernard L. Patterson, U.S. Navy  
Lieutenant Commander Richard J. Petrucci, U.S. Navy  
Lieutenant Commander Robert H. Pewett, U.S. Navy  
Lieutenant Commander Norman B. Pigeon, U.S. Navy  
Lieutenant Walter W. Price, III, U.S. Navy  
Lieutenant Commander William M. Ranson, U.S. Navy  
Lieutenant Commander Edward L. Reilly, U.S. Navy  
Major William F. Reilly, Jr., U.S. Army  
Lieutenant Commander William D. Rhodes, U.S. Navy  
Lieutenant Commander Enrico A. Ricci, U.S. Navy  
Lieutenant Commander Delbert A. Ritchart, U.S. Navy  
Major Arturo Rodriguez, U.S. Army  
Lieutenant Commander William M. Ross, U.S. Navy  
Major Jaime Sabater, Jr., U.S. Marine Corps  
Lieutenant Commander Raymond Salopek, U.S. Navy  
Lieutenant Richard M. Sanford, U.S. Navy  
Lieutenant Commander Gregory J. Sanok, U.S. Coast Guard  
Major Donald W. Schiltz, U.S. Army  
Major William A. Schneider, U.S. Army  
Lieutenant Commander Harold E. Seligson, U.S. Navy  
Lieutenant Commander Willard E. Siepel, U.S. Navy  
Major Patrick S. Simpson, U.S. Marine Corps  
Lieutenant Commander Albert J. Smith, U.S. Navy  
Lieutenant Commander Bernard J. Smith, U.S. Navy  
Lieutenant Commander Richard M. Smith, SC, U.S. Navy  
Lieutenant Commander Jadwin F. Sortore, U.S. Navy  
Lieutenant Commander Walter Sowa, Jr., U.S. Navy  
Lieutenant Commander John A. Spinello, U.S. Navy  
Lieutenant Commander Boyden T. Steele, U.S. Navy  
Lieutenant Commander Jon A. Steele, U.S. Navy  
Lieutenant Commander Gary C. Steiger, U.S. Navy  
Lieutenant Commander David L. Sterner, U.S. Navy

Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6

Major William L. Stockman, III, U.S. Army  
Lieutenant Commander Howard S. Stoddard, U.S. Navy  
Lieutenant Commander Donald A. Stoufer, U.S. Navy  
Mr. Willard M. Swartwood, Defense Mapping Agency  
Mr. Michael L. Szydlowski, Naval Ships Systems Command  
Lieutenant Commander "B" "J" Taylor, U.S. Navy  
Lieutenant Ernest F. Tedeschi, Jr., U.S. Navy  
Lieutenant Commander Allan M. Thompson, U.S. Navy  
Lieutenant Jeannie K. Todaro, U.S. Navy  
Lieutenant Commander Thomas S. Tollefson, U.S. Navy  
Lieutenant Thomas G. Tucker, SC, U.S. Navy  
Major Allan K. Varnell, U.S. Army  
Lieutenant Commander Gary A. Wells, U.S. Navy  
Lieutenant Commander William C. Wheaton, U.S. Navy  
Lieutenant Commander Calvin U. Whiffen, III, U.S. Navy  
Major Howard M. Whitfield, U.S. Marine Corps  
Major Steven J. Whittenberger, U.S. Air Force  
Lieutenant Commander Richard G. Whittington, SC, U.S. Navy  
Major John G. Wilcox, U.S. Army  
Lieutenant Commander Walter D. Williams, U.S. Navy  
Lieutenant William P. Wilund, SC, U.S. Navy  
Major Herbert T. Winston, U.S. Marine Corps  
Lieutenant Commander Donald J. Wright, U.S. Navy  
Lieutenant Alfred L. Wynn, CEC, U.S. Navy  
Lieutenant Mary P. Yont, U.S. Navy  
Lieutenant Brian W. Young, U.S. Navy  
Major Richard K. Young, U.S. Marine Corps  
Lieutenant Commander Frank L. Yusi, U.S. Navy

— ψ —

**List of Students**

**NAVAL STAFF COURSE**

Lieutenant Commander Viggo Hansen, Royal Danish Navy  
Lieutenant Commander Amde Kirkos Teclu, Imperial Ethiopian Navy  
Lieutenant Commander Steven George Obimpeh, Ghana Navy  
Lieutenant Commander Effendie Singgih, Indonesian Navy  
Lieutenant Commander Nowzar Karaka, Imperial Iranian Navy  
Lieutenant Commander Hiroyuki Kokubu, Japanese Maritime Self-Defense Force  
Lieutenant Commander Nguon Binh, Khmer National Navy  
Lieutenant Commander Marciano A. Alcaraz, Philippine Navy  
Lieutenant Commander Carlos J.F.M. Queiroz, Portuguese Navy  
Lieutenant Commander Carlos Gonzalez Cela, Spanish Navy  
Lieutenant Commander Vinyan Santivisat, Royal Thai Navy  
Lieutenant Commander Üntay Kozak, Turkish Navy  
Lieutenant Commander H. Ward Clark, Jr., United States Navy  
Lieutenant Nguyen Van Thang, Vietnamese Navy

— ψ —

**VICE ADMIRAL STANSFIELD TURNER  
UNITED STATES NAVY**

Vice Admiral Stansfield Turner is a native of Highland Park, Illinois. Following graduation from Highland Park High School in 1941, he entered Amherst College at Amherst, Massachusetts. In June of 1943 he transferred to the U.S. Naval Academy at Annapolis, Maryland. He played football as a midshipman. At graduation in June 1946, he was the Commander of the Brigade of Midshipmen. After serving at sea for a year, he was appointed a Rhodes Scholar and entered Oxford University in September 1947. His studies in philosophy, political science, and economics there led to a Masters Degree.

Returning to sea in 1950, he served in destroyers in both the Atlantic and Pacific. As a result of his service in the Korean Theater, he was awarded the Navy Commendation Medal. From 1954 to 1956 he served ashore in the Politico-Military Policy Division in the Office of the Chief of Naval Operations. His first sea command was USS *Conquest* (MSO 488) an ocean minesweeper in the Pacific from 1956 to 1958. He next reported to Pearl Harbor for duty on the staff of the Commander-in-Chief Pacific (CINCPAC). In 1960 he returned to sea as executive officer of USS *Morton* (DD 948). In May 1962 he took command of the destroyer USS *Rowan* (DD 782) during the nuclear weapons tests at Christmas Island.

VADM Turner was next assigned to the Office of the Assistant Secretary of Defense (Systems Analysis) where he was a systems analyst reviewing Navy force level requirements. He attended the Advanced Management Program at the Harvard Business School in the spring of 1966 and reported in August to the San Francisco Bay Naval Shipyard as Prospective Commanding Officer of the guided missile frigate USS *Horne* (DLG 30). On 15 April 1967, *Horne* was commissioned and joined the Pacific Fleet, and subsequently deployed to the Gulf of Tonkin for operations with Task-Force 77. He was awarded a Bronze Star Medal for service in combat operations in *Horne*. Following this tour he served for two years as Executive Assistant and Naval Aide to the Secretary of the Navy, and was awarded the Legion of Merit upon completion of that tour.

He was selected for promotion to Rear Admiral in May 1970 and assumed command of Cruiser-Destroyer Flotilla EIGHT and of a Carrier Task Group of the Sixth Fleet on 25 September 1970 aboard USS *Independence* at sea in the Mediterranean. He served in these capacities until March 1971. In April 1971 he became Director of the Systems Analysis Division of the Office of the Chief of Naval Operations.

On 1 February 1972 the Senate confirmed his nomination for appointment to the grade of Vice Admiral and assignment as the President, Naval War College, Newport, Rhode Island. He became the College's 36th President on 30 June 1972. Vice Admiral Turner is the youngest flag officer and only Rhodes Scholar ever to assume the presidency of the Navy's senior graduate level educational institution.

Vice Admiral Turner and his wife, Patricia, have two children. Their daughter, Laurel, and her husband, Frank G. Echevarria, live in San Diego. Their son, Geoffrey, and his wife, Roberta, are residing in Texas where Ensign Turner is completing his training in jet aircraft.

### THE ACADEMIC PROCESSION AND REGALIA

For centuries, institutions of higher learning have dignified their ceremonies with an academic procession, a custom descending from the clerical procession. The procession is led by a marshal or chief marshal, followed by the academicians or faculty, each attired in the robes prescribed for his degree. Distinguished visitors and delegates follow the faculty, and last in the procession comes the president of the institution.

Each member of an academic procession ordinarily wears a cap, gown, and hood denoting his degree and discipline, and the institution awarding it.

The cap, which need not be worn, normally is an Oxford type mortarboard. The tassel may be uniformly black or a color denoting discipline at the option of a university. Gold tassels are reserved for doctors and governing officials.

Bachelors' gowns are relatively simple, falling in straight lines from an elaborate yoke and having pointed sleeves. Masters' gowns are slightly more elaborate and fasten about the wrist. The Doctor's gown is marked by velvet panels down the front and around the neck, as well as by three bars of the same material on the bell-shaped sleeves. It is cut more fully and may be ornamented.

The hood worn is three feet in length for Bachelors, three and one-half feet for Masters, and four feet for Doctorates with velvet trimming of two, three, and five inches in width respectively. The colors of this trim identify the discipline in which the degree was awarded. The colors and pattern of the exposed central hood lining distinguish the school which granted the degree. These patterns range from single colors through chevrons and stripes to tartans.

Today, the academic procession opening the Naval War College's 1973-74 scholastic year signifies the blending of the academic and the military at this distinguished institution, the oldest War College in the United States and the oldest Naval War College in the world.



### COAT OF ARMS

The trident rising from the waves symbolizes mastery of maritime activities. The three tines of the trident allude to the requirement for the fundamental knowledge of strategy, tactics and logistics necessary to an increased understanding of naval warfare. The helmsman's wheel alludes to the objectives of the Naval War College and the laurel wreath which encircles the wheel symbolizes accomplishment of the mission.



Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6



Approved For Release 2001/09/05 : CIA-RDP80B01554R003500380001-6